



**Disability Rights UK**

**DPO Capacity  
Building  
Project**

# **DPO Sector Analysis**

## **Part 3. The DPO Capacity Building**

Recommendations and Projections



# About this report

To form part three of a three-segment research report, **Part 3. The DPO Capacity Building Recommendations and Projections** outlines the recommendations, projections and values of Disability Rights UK's DPO Capacity Building project, grounded in its findings.

For a review of the research method, data analysis and complete thematic analysis table, please review **Part 1. The DPO Sector Research Report**.

For a discussion of the thematic analysis model, please review **Part 2. The DPO Sector Assessment**.

Authored by **Rebecca Tayler Edwards** (she/her)  
DPO Development Manager

Lead Researcher: **Rebecca Tayler Edwards** (she/her)  
DPO Development Manager

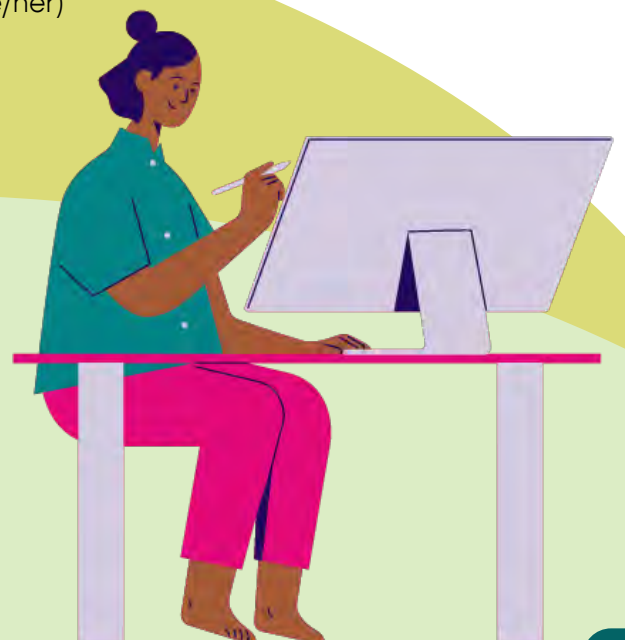
Research Assistant: **Polly Maton**

## Contact

E: [rebecca.tayler-edwards@disabilityrightsuk.org](mailto:rebecca.tayler-edwards@disabilityrightsuk.org)

T: 0203 883 3407

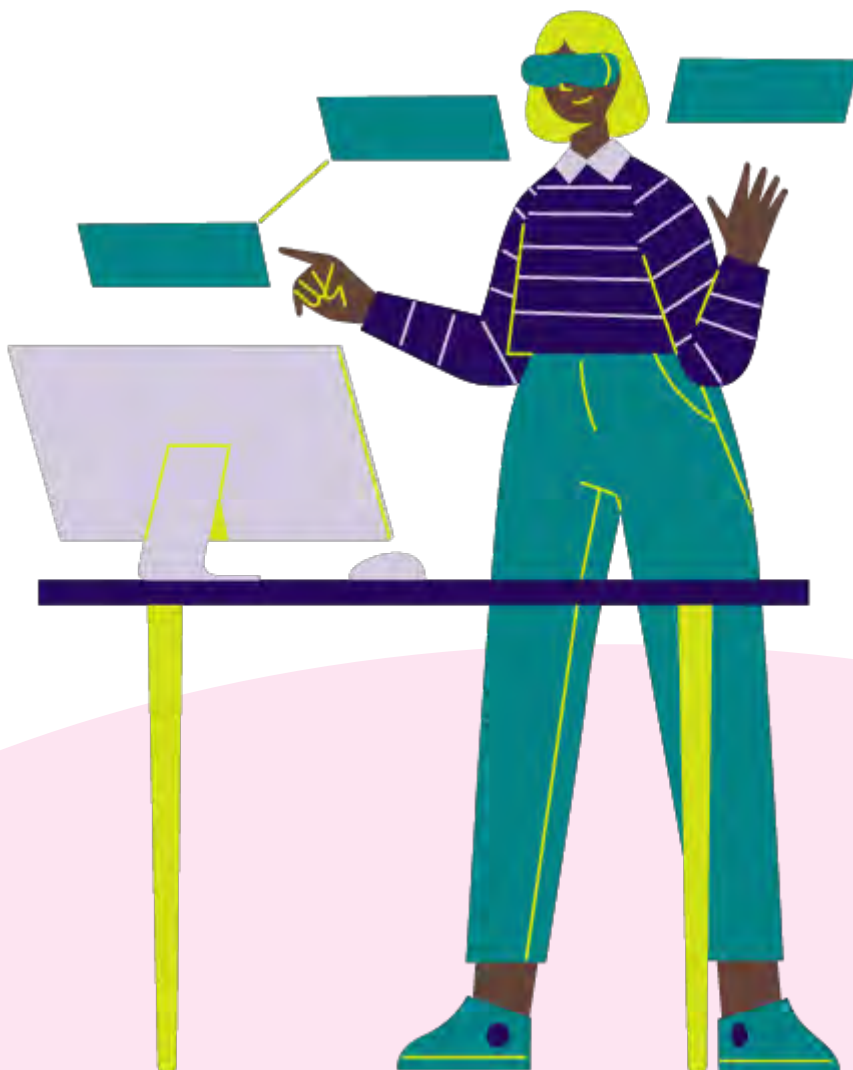
L: [www.linkedin.com/in/rebecca-e-5b3254109](https://www.linkedin.com/in/rebecca-e-5b3254109)



# Research summary

In a 4-month, mixed-methods research study consisting of informal interviews and focus groups with n=61 participants from n=32 DPOs in the UK, a thematic analysis method was employed to generate an assessment model of the DPO sector concerning capacity building and development.

Overall, the findings of this study highlight the importance of Disability Rights UK (DR UK) and its DPO capacity-building project in supporting the development and growth of the DPO sector.



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# Expressed Capacity building outputs

## A summary

Overall, participating DPOs expressed a strong desire for DR UK to provide a comprehensive range of capacity-building support that addresses their current and future needs.

This was categorised in line with the overarching themes of the DPO sector assessment model, as laid out in **Part 2. The DPO Sector Assessment**.

### Activities relating to 'The DPO Ecosystem'

The DPOs interviewed expressed a desire for DR UK and the DPO capacity-building project to improve collaboration and networking opportunities within the DPO sector. They also called for more support in navigating the complex landscape of relationships, inclusion, partnerships, and regulatory frameworks.

### Activities relating to 'Survival in a Turbulent Climate'

The DPOs emphasised the need for DR UK and its DPO capacity-building project to provide financial sustainability support, including funding applications and fundraising opportunities. They also highlighted the importance of building resilience against external pressures such as political uncertainty and changing funding models.

## Activities relating to 'Internal Capacity and Resources'

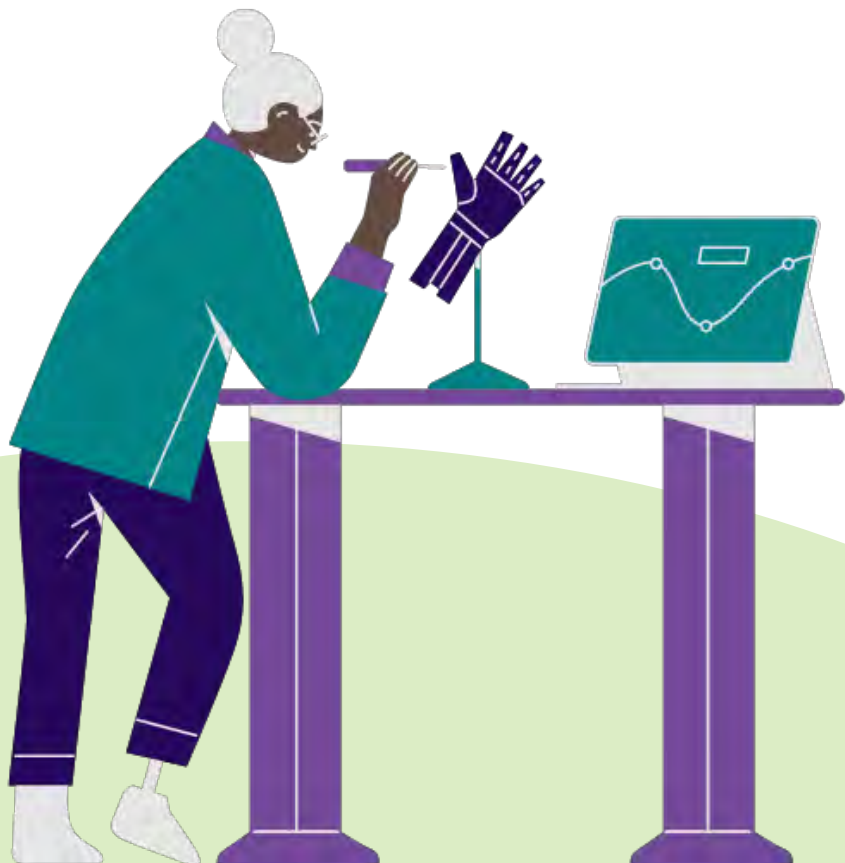
The DPOs expressed a desire for DR UK and its DPO capacity-building project to provide capacity-building support for DPOs in leadership, governance, and management areas. They also called for HR, IT, recruitment and data management support.

## Activities relating to 'The Sector and its Barriers'

The DPOs called for DR UK and its DPO capacity-building project to play a crucial role in breaking down the macro barriers facing the sector, including lack of awareness of the sector, barriers to funding and external networking. They emphasised the importance of promoting the sector and raising awareness of the value and impact of DPOs.

## In conclusion

DR UK can play a crucial role in fostering collaboration, promoting sustainability, and breaking down barriers that are hindering the growth and impact of the DPO sector.



# Expressed Capacity building outputs

## A detailed outline

### Activities relating to 'The DPO Ecosystem'

The DPOs interviewed expressed a desire for DR UK and the DPO capacity-building project to improve collaboration and networking opportunities within the DPO sector.

They also called for more support in navigating the complex landscape of relationships, inclusion, partnerships, and regulatory frameworks.

#### 1. Connectivity

1. Sustainable mediums for connection, DPO identification and networking [1a].
2. Peer advice, sharing resources and co-development [1a].
3. Means for lending expertise, mentoring and collaboration [1a].
4. DPO Mapping; mentoring referrals; Marketing and advertising of activity; live forums; DPO directory [1d].

#### 2. Relationships

1. Desire for a space to develop community [2a].
2. Desire for tools, models and programs on effectively forming partnerships [2a].
3. Need for the space to debate and propel the movement [2b].

#### 3. Competition and Conflict

1. Means of sharing our information despite and/or considerate of competition [3b].



## 4. Effective Critique for an Effective Movement

1. Opening mediums for effective communication, critique, and feedback internal to the capacity-building project and in the DPO sector [4a].
2. The space to effectively debate and propel the movement [4b].

## 6. Intersectionality

1. Mediums for enhancing the connectivity, relationship forming, and networking of intersectional DPOs with the DPO sector [6a].
2. Capacity building strategies considerate of intersectionality [6b].
3. Implementing intersectionality into the core of the DPO development strategic plan [6c].
4. Implementing intersectionality into DR UK's strategic plan [6c].
5. Accessible inclusivity and intersectionality training, models and tools [6d].



## Activities relating to 'Survival in a Turbulent Climate'

The DPOs emphasised the need for DR UK and its DPO capacity-building project to provide financial sustainability support, including funding applications and fundraising opportunities.

They also highlighted the importance of building resilience against external pressures such as political uncertainty and changing funding models.

### 1. A Turbulent Climate

1. Means to increase capacity that is considerate of the socio economic climate [1a].
2. Target the challenge of keeping up to date with UK policy and welfare rights [1a].

### 3. Financial Pressures

1. Resources to assist funding applications [3b].
2. Break down barriers to funding the sector. [3c].



## Activities relating to 'Internal Capacity and Resources'

The DPOs expressed a desire for DR UK and its DPO capacity-building project to provide capacity-building support for DPOs in leadership, governance, and management areas. They also called for support in HR, IT, recruitment and data management areas.

### 1. Staff

1. New working models [1a].
2. Promotion of a career pathway in the sector [1a].
3. Mentoring, including, and supporting young disabled activists and professionals [1c].
4. Advertising of the DPO sector to young, trained disabled people [1c].

### 2. Data

1. Facilitate evidence generation [2b].
2. Training to evidence impact [2b].
3. Generation of a digital databank and collection medium [2c].
4. Advantaging existing online systems [2c].

### 3. Development and Resourcing Needs

1. Accessible advice and training which provides practical advice and is modifiable to individual access needs [3a].
2. Resources that are aware of the digital divide [3a].
3. Generation and re-development of resources specific to DPO needs [3b].
4. Generation of resources for various DPO operational needs, structures, and goals [3b].
5. A stronger & heavily marketed updater of DPO resources [3d].
6. A variety of mediums for welfare advice [3d].
7. A professionalised program for advice-giving [3d].
8. Internal policy and strategy resources [3e].
9. Strategy resources for directors/CEOs [3e].

### 4. Capacity Building is Not New

1. Respect the value of existing capacity-building mediums and work collaboratively to facilitate collective action [4a].
2. Ensure sharing learnings and resources is core to the DPO Capacity building project [4a].

## Activities relating to 'The Sector and its Barriers'

The DPOs called for DR UK and its DPO capacity-building project to play a crucial role in breaking down the macro barriers facing the sector, including lack of awareness of the sector, barriers to funding and external networking. They emphasised the importance of promoting the sector and raising awareness of the value and impact of DPOs.

### 1. Recognised Value of the Sector

1. Advertising, marketing and identity-forming of the DPO sector, internally and externally. [1a, 1b].

### 2. Barrier Breakdown

1. Strategic targeting of funding organisations and local authorities to break down barriers in the funding process [2a].
2. Tools to maintain our competitive edge in the tendering processes must stand alongside a policy call to require funding distribution to DPOs [2b].
3. Bringing DPOs into opportunities to lend expertise as consultants [2b].

### 3. Uplifting Policy

1. Advance the political environment to push the disability movement [3a].
2. Generate mediums to amplify DPOs stances on political challenges that ensure DPOs feedback and enhance their campaigning reach, e.g. template letters and tweet chains for DPOs to sign [3b].

### 4. A desired role for Disability Rights UK (DR UK)

1. An Internal investigation into DR UK's power and privilege; Strategy to distribute power across DPOs [4a].
2. A strategy specific to the collaboration with DPOs [4b].

# Research recommendations

Based on the four overarching themes and the expressed capacity-building outputs, the following inductive recommendations may be prepared for DR UK general practice and the DPO capacity-building project. These recommendations may also be integrated by third party DPOs and investors, to guide their development initiatives.

## 1. Strengthen the DPO Ecosystem:

Develop partnerships and networks between DPOs to improve collaboration and support for one another and to increase the representation and voice of disabled people in decision-making processes.

This goal may be generated in the early stages of the DPO Capacity-Building project by targeting and collaborating with existing mediums of digital connection for the sector; DPO maps forums and digital green spaces were recommended here. The project shall use the recommendations of DPOs to guide the accessibility, suitability and inclusivity of existing or proposed connection platforms. Conscious of the digital divide, a non-digital tool shall be generated.

This goal may be facilitated internally at DR UK to enhance our existing mediums of tracking DPO participation and enhancing communication and access to information.

As a long-term strategy, the DPO capacity-building project should engage in efforts to evaluate and improve the inclusivity of the DPO sector; bringing more disabled voices to the mainstream and encouraging best practice for relationship building.

## 2. Ensure Survival in a Turbulent Climate:

Provide financial and operational support to enhance the sustainability and security of the sector's operations and adaptation to environmental changes.

Financial advice may be effectively distributed through the **DPO support hub**, a dedicated resource platform on the DR UK website, and supplementary training. However, this overarching theme highlights the need for supplementary sustainability projects in the larger sector and DR UK.

### 3. Increase Internal Capacity and Operations Resources:

Develop and deliver training and development opportunities to enhance the skills, knowledge and expertise of DPO staff and volunteers and improve their work's effectiveness and impact.

This goal synthesises well with the ongoing DPO development training projects at DR UK. The **DPO support hub**, for instance, is positioned well to redevelop and codevelop advice resources on finance, governance, evaluation and recruitment.

Outside the support hub, generating data collection systems for effective research collaboration may integrate with generating systems for DPO connection.

Future resourcing and training materials are best guided by the subordinate themes identified across all four overarching themes, focusing on '**Internal Capacity and Resource**' and '**Survival in a Turbulent Climate**'.

### 4. Break Down Sector Barriers:

Work with DPOs to identify and tackle the sector's macro barriers, promoting targeted schemes that fit both in the remits of the DPO Capacity building project and in DR UK's wider action.

Actions within the DPO Capacity building project's reach might concern financial sustainability, operational capacity, external connectivity and sector promotion.

The DPO project may, too, provide evidence-based consultation and facilitate the coproduction of actions outside of the project's reach, particularly concerning campaigning and policy.

Facilitate an open dialogue considering DR UK's power and positionality in the DPO sphere.

### 5. Enhance Intersectionality and Inclusion:

Ensure that the project considers the multiple and intersecting identities and experiences of disabled people and how these impact their lives and the work of DPOs. Generate efforts to promote intersectionality and inclusion in the DPO ecosystem.

Intersectionality, avoiding duplication and coproduction shall form part of the project's [core values](#).

## 6. Avoid Duplication:

Ensure that the project does not duplicate existing work and that it builds on and adds value to existing initiatives.

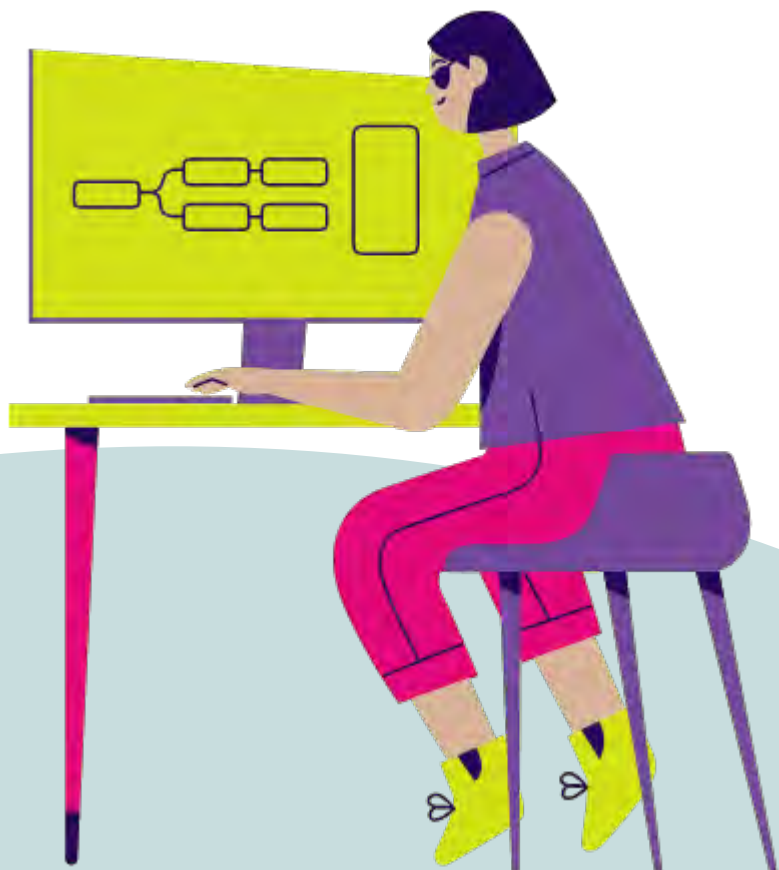
Intersectionality, avoiding duplication and coproduction shall form part of the project's core values.

## 7. Embrace Coproduction:

Make coproduction a core tenet of the project, working in collaboration with DPOs and disabled people at all stages to ensure that their voices, experiences and perspectives are fully reflected in the project design, delivery and outcomes. This shall be delivered primarily in relationship with the project's **steering board**, a diverse group of DPOs who codesign the strategies and actions of the project.

Intersectionality, avoiding duplication and coproduction shall form part of the project's core values.

This list will be a starting point and may be refined based on additional research and consultation with DPOs and other stakeholders.



# Values

Core values of the DPO capacity building project describe methods of working and generating products that remain consistent throughout the project. This includes 'co-producing with DPOs', 'avoiding duplication', 'ensuring intersectionality and inclusion' and 'remaining considerate of power and positionality'.

## Coproducing with DPOs

Co-producing capacity-building and networking tools with DPOs in the UK are valuable for several reasons. Co-production also allows for the sharing of knowledge and expertise and provides the precedence of recognising DPOs as experts. Here DPOs are considered consultants.

DPOs have a wealth of experience and expertise regarding their own sector, which larger organisations cannot adequately speak for. By involving DPOs in the co-production of capacity-building and networking tools, DR UK can benefit from this knowledge and expertise and ensure that outputs are accessible and relevant to their needs.

Additionally, co-production can foster collaboration and partnerships between DPO's, addressing the first overarching theme of the sector assessment model: **The DPO Ecosystem**. By working together to develop capacity-building and networking tools, DPOs can build relationships and establish networks that can be valuable for sharing information, resources, and support. This can help to create a more supportive and inclusive environment.

Overall, the value of co-producing capacity-building and networking tools with DPOs in the UK lies in the inclusion and empowerment of DPOs, the sharing of knowledge and expertise, and the fostering of collaboration and partnerships. By involving DPOs in the co-production process, organisations can create more effective and relevant tools that better support the sector's needs.

## Ensuring intersectionality and inclusion

The themes 'inclusion' and 'intersectionality' is critical to the success of the DPO capacity-building project. To address the challenges highlighted in this theme, the project must ensure mediums for enhancing the connectivity, relationships forming and networking of intersectional DPOs with the DPO sector, as well as providing accessible inclusivity and intersectionality training, models, and tools. The project must dedicate spaces to critically evaluate the inclusivity of the sector in partnership with DPOs, highlighting the experiences of marginalised voices in the sector and encouraging partnerships with groups outside of mainstream professionalized groups. This will ensure that inclusion and intersectionality



are integrated into the core of the project's strategic plan and that the sector's overall understanding and approach to disability is inclusive and considers the diverse and intersectional experiences of disabled people.

## Avoiding duplication

It is important to avoid duplication in the capacity-building project's various actions.

The duplication of capacity-building outputs wastes a limited resource among DPOs, undermining the effectiveness of any output that may be better serviced to collaboration, partnership and the propelling of the disability movement. Relevantly, duplication can promote competition and conflict<sup>[3]</sup> between organisations, as described in **'The DPO Ecosystem'**, which can be damaging to the disability rights movement.

Overall, it is important to avoid duplication in capacity-building projects for DPOs in the UK to promote efficiency, effectiveness, and collaboration within the disability rights movement. The project, instead, promotes, redistributes and regenerates resources prepared by members of the DPO sector, designing original material only where subjects have not been addressed prior.

## Remaining mindful of Power and Positionality

Finally, remaining mindful of "Power and positionality" within the values of the DPO Capacity Building project highlights the importance of considering Disability Rights UK's power and perceived power in the DPO sphere. While DPOs acknowledge the advantages of our national status, including gaining access to conversations and stakeholders, we must also prioritise opening doors for DPOs to speak for themselves. It is crucial to avoid claiming to be the sole voice of DPOs.

Understanding our position within the DPO sector is vital, but understanding where DPOs want us to be positioned is equally essential. We must actively align ourselves with their expectations and support their voices. Recognising the distribution of power within the disability rights movement nationally, it is vital to critically evaluate our organisation and actively engage in critical examinations of the sector. By bringing all disabled voices to the table, we can contribute to the movement's success and work towards a more inclusive society. This requires ongoing reflection and collaboration with DPOs to ensure a more equitable distribution of power and representation.

By actively engaging in these efforts, we can contribute to a more inclusive and equitable disability rights movement.

# Research conclusions

The findings of the capacity-building research into the DPO sector have revealed a great need for collaboration, networking, and capacity-building support within the sector. The DPOs interviewed expressed a desire for Disability Rights UK and its DPO capacity-building project to provide sustainable mediums for connection and networking, as well as tools and models for effectively forming partnerships and navigating the complex landscape of relationships, inclusion, partnerships, and regulatory frameworks. Additionally, there is a need for resources and training that are accessible and inclusive, with a focus on intersectionality and the needs of young disabled people.

The research has highlighted the importance of building resilience against external pressures such as political uncertainty and competitive funding models. DPOs emphasised the need for financial sustainability support, including funding applications and fundraising opportunities. It is crucial that Disability Rights UK and its DPO capacity-building project address these challenges by providing targeted resources and support to help DPOs survive in a turbulent climate. Likewise, the research revealed a need for capacity-building support for DPOs in leadership, governance, and management areas, as well as support in HR, IT, recruitment, data management and data synthesis.

Finally, Disability Rights UK and its DPO capacity-building project can play a crucial role in breaking down macro barriers facing the sector, including lack of awareness of the sector, barriers to funding, and external networking. By promoting the sector and raising awareness of the value and impact of DPOs, Disability Rights UK can help to ensure that the sector is able to meet the needs of disabled people in the UK.

Overall, the research has provided valuable insights into the needs of the DPO sector and has identified key areas for action that will help to build the sector's lives of disabled people in the UK.

The integration of project values into all action points is crucial for achieving project success. By integrating values such as inclusivity, coproduction, and avoiding duplication into project activities, stakeholders are more likely to remain committed to the project and achieve its objectives. Moreover, such values are critical in promoting DPO satisfaction and loyalty, which is essential to building long-term partnerships and collaborations that support project sustainability. Integrating values into all action points also helps to ensure that project activities align with the organisation's overall mission and values, enabling the project to contribute to broader strategic goals.

This research can be leveraged to inform all strategic action for Disability Rights UK, from advice to funding to policy. The research findings provide valuable insights into the needs, preferences, and perspectives of DPOs, which can be used to guide the development of more effective policies, programs, and initiatives. Overall, the findings highlight the importance of mindful collaboration, which can be used to inform the organisation's partnerships with other stakeholders in the sector.

This work is highly impactful to the sector as a whole, not only guiding development initiatives and research into the DPO sector but also informing the day-to-day actions of the disability movement. The research emphasises the importance of progressing forward while bringing the movement's history with us, highlighting the need to evolve without shedding ourselves completely from the past. This message is critical in promoting a sense of cohesion and unity within the disability movement, which is essential for achieving our shared goals. By leveraging the findings of this research and adopting a more collaborative and inclusive approach, stakeholders in the disability sector can work together to build a more equitable and inclusive society for all.



# Epilogue: The Project Strategy

In March 2023, the recommendations of this report were discussed in partnership with the steering committee of the DPO Capacity building project. The committee is made up of 9 DPOs in the UK, and meet quarterly to govern the strategies, priorities and action streams of the project.

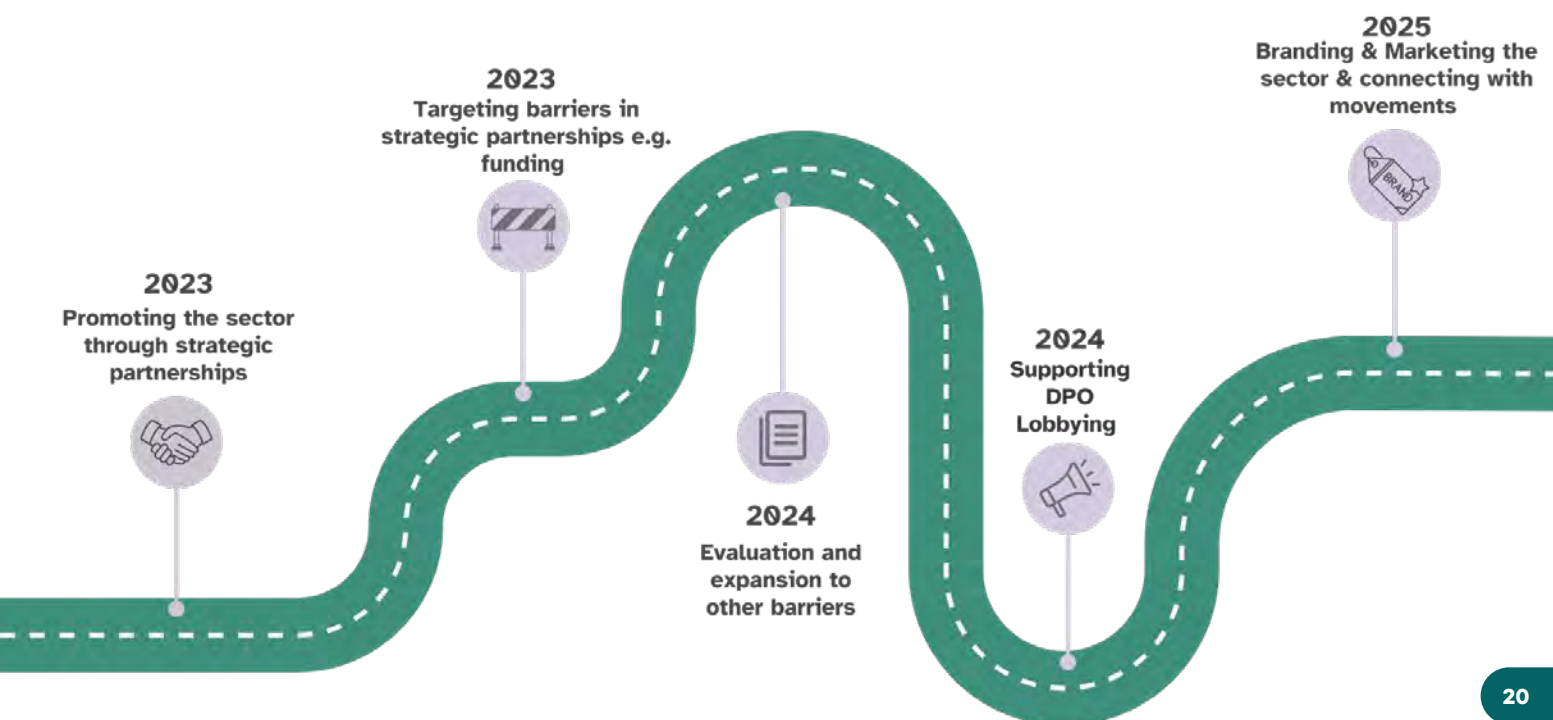
The priorities of the project were then organised into three action streams to guide the project's implementation. The three action streams summarise how the recommendations of this report, values of the project and priorities of the steering board will be translated into strategic action of the DPO Capacity Building project across the three years of the project (2022-2025).

## 1. DPO Sector Wide Promotion

The first stream aims to elevate the visibility, recognition, and value of the Disabled People's Organisation (DPO) sector as a whole.

This action stream seeks to break down barriers and enhance the sector's influence and impact through strategic promotion of the DPO sector. The goals of this action stream include securing funding, establishing accreditation processes, and promoting employment and volunteering opportunities within the DPO sector.

It prioritises the **breaking down of the sector's barriers** and **increasing capacity and operational resources**.

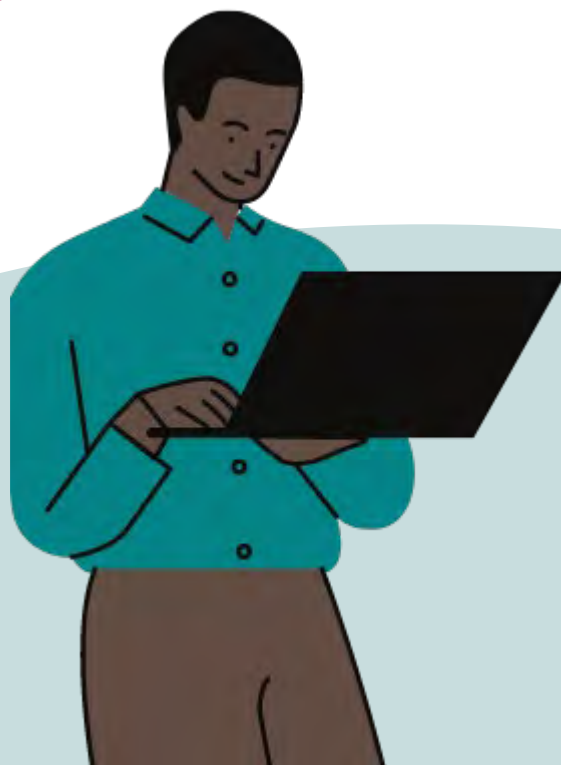
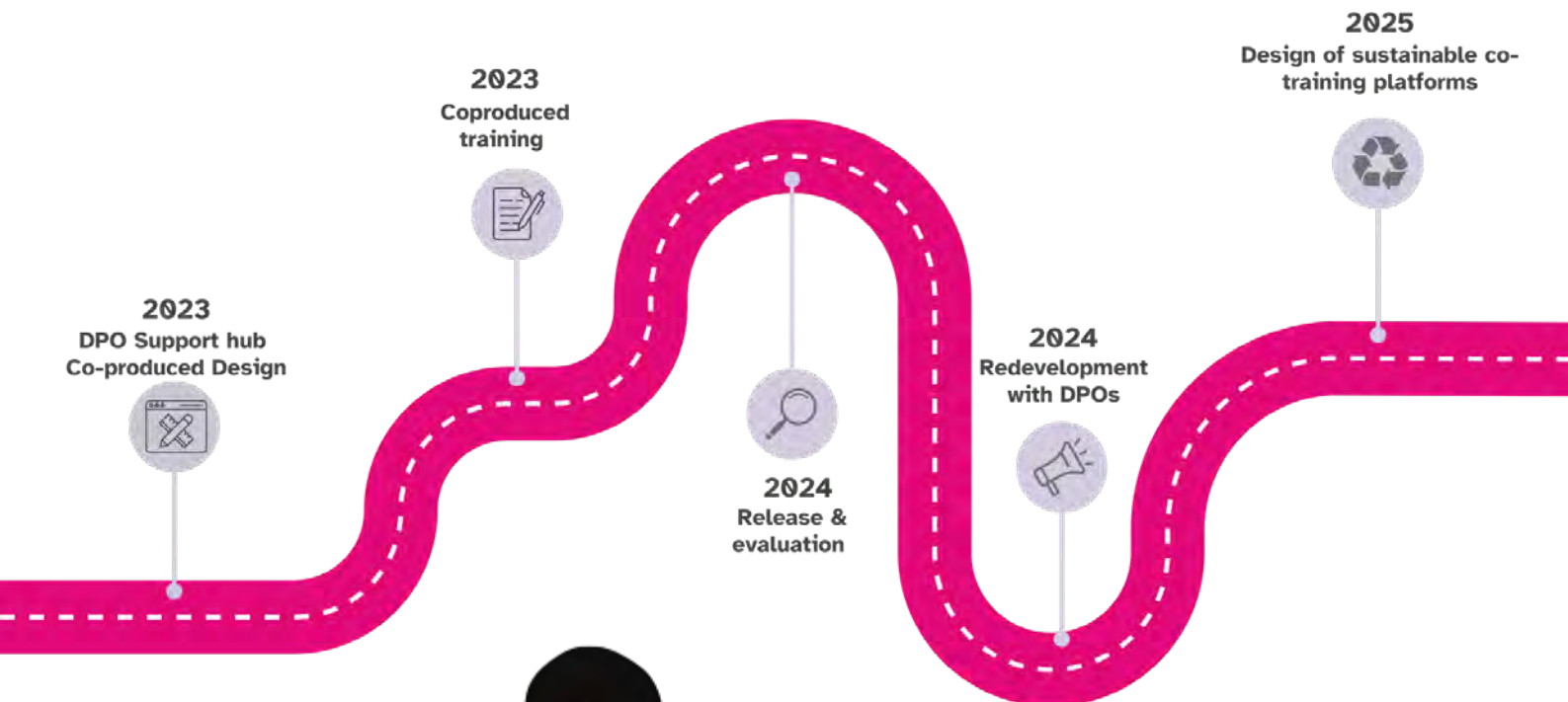


## 2. DPO Support and Training

The second stream is designed to provide comprehensive support and resources for Disabled People's Organisations (DPOs) to enhance their capacity-building efforts. The primary goal of this activity stream is to co-produce a DPO Support Hub, which will serve as a micro-site on the Disability Rights website.

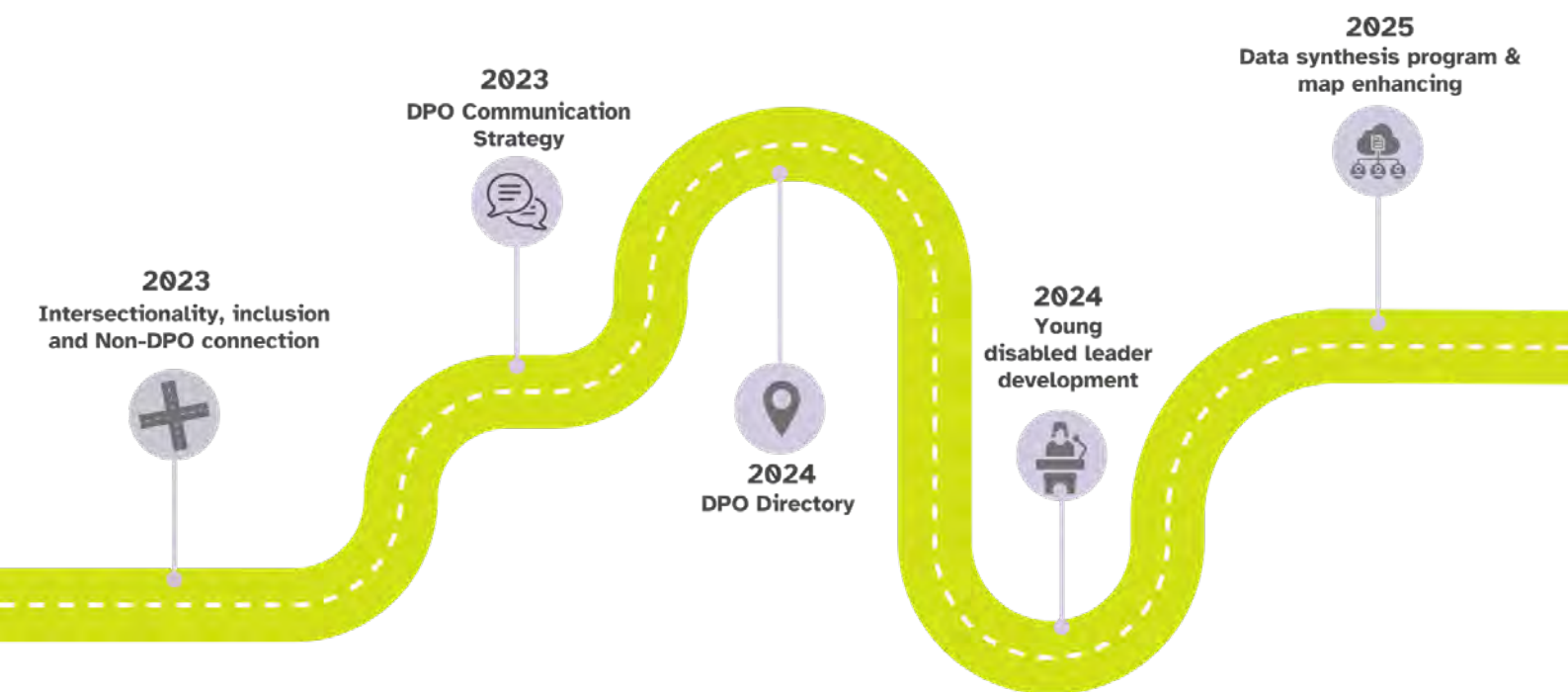
Through the development of workshops and training facilitated by DPOs, the action stream seeks to expand further the support and learning opportunities available to the DPO sector.

This action stream prioritises **the increasing of capacity and operational resources**, **avoiding duplication** and **ensuring survival in a turbulent climate**.



### 3. DPO Connectivity, Growth and Synthesis

The third stream fosters connectivity, promotes growth, and facilitates data synthesis within the Disabled People’s Organisation (DPO) sector. Its primary objective is to establish a robust network of DPOs through the creation of a comprehensive Directory/Map. This platform will enable DPOs to connect, collaborate, and share resources, fostering a sense of community and peer support. The action stream aims to cultivate the development of young disabled activists and leaders, ensuring the continuity of the disability rights movement. This action stream prioritises the **strengthening of the DPO ecosystem** and **encouraging intersectionality and inclusion**.



## Overall

These action streams provide a framework for the project’s activities and ensure a comprehensive approach to capacity building within the DPO sector. While the action streams outline how the project aims to develop the DPO sector over the next three years, they are not fixed and shall be moderated overtime in partnership with the DPO steering board and the DPO sector broadly.

# Glossary

1. **Accreditation:** Evaluating and certifying that an organisation or individual meets certain standards or qualifications.
2. **Cohorts:** Participant groups.
3. **Consultancy:** Providing professional advice or expertise to individuals or organisations for a defined fee.
4. **Coproduction:** A process of involving service users or community members in the design and delivery of services or programs.
5. **Cost-of-living crisis:** A situation where the cost of basic necessities, such as housing and food, has risen to a level where many individuals, organisations or families struggle to afford them.
6. **Data analysis:** Reviewing information gathered from interviews and think cafes to create conclusions.
7. **Data synthesis:** The process of combining and analysing multiple data sources from multiple organisations or researchers to share collective conclusions.
8. **Digital divide:** The gap between individuals or communities who have access to digital technologies and those who do not.
9. **Directory:** A listing or database of organisations or services.
10. **DPO sector:** The collective of disabled people-led organisations and advocacy groups.
11. **DPO Support Hub:** The digital resource support platform for disabled people-led organisations hosted on the Disability Rights UK website.
12. **DPO:** An organisation run by and for disabled people.
13. **Duplication:** When multiple organisations or programs provide similar services or resources without coordination or collaboration.
14. **Evidence-based campaigns:** Advocacy or awareness campaigns based on research or data.
15. **Focus groups:** A process of gathering our own information personally in casual think cafes/groups of participants all talking together at the same meeting.
16. **Forum:** A platform or space for discussion and exchange of ideas, either, written or in person.
17. **Funding tenders and bids:** Applications submitted to organisations or institutions to request funding for a specific project or program.



18. **Governance:** The rules and structures that guide and regulate an organisation or institution.
19. **Horizontal Funding:** A type of funding where resources or funds are distributed across various activities, projects or programs that are on the same level or have a similar focus. In other words, if you imagine a horizontal line representing the different stages of a project (such as research, development, and implementation), horizontal funding will involve allocating resources equally across all the projects operating at each of these stages. Horizontal funding aims to achieve a broader impact by supporting multiple initiatives in a particular sector.
20. **Imposter syndrome:** A psychological pattern where individuals doubt their own achievements and feel like a fraud or imposter in their work.
21. **Inductive thematic analysis:** A qualitative research method used to identify patterns or themes in data without predetermined models.
22. **Informal interviews:** A process of Gathering our own information personally in casual meetings and catch-ups.
23. **Intersectional DPO:** A disability-led organisation that, is run by and addresses the intersectional experiences of disabled people who also belong to other marginalised groups.
24. **Intersectionality:** A concept that recognises that individuals can experience multiple forms of discrimination and oppression simultaneously and that these different aspects of a person's identity interact in complex ways.
25. **Iterative:** A term used in scientific research which refers to a method's flexibility. In iterative research, the method continues in cycles and is continually refined or tweaked in response to the success or error of its work.
26. **Local authority:** A government body responsible for providing public services and administering local government within a specific geographic area.
27. **Macro barriers:** Systemic or structural barriers that prevent or limit access to resources or opportunities for marginalised groups.
28. **Marginalisation:** The process of pushing individuals or groups to the margins or periphery of society, often resulting in exclusion or disadvantage.
29. **Mixed method:** Assessing qualitative and quantitative data.
30. **Opportunity sampling:** Finds people from the target population available at the time and willing to take part. It is based on convenience. An opportunity sample is obtained by asking members of the population of interest if they would participate in your research.
31. **Overarching themes:** Broad themes that encompass multiple themes.
32. **Participants:** Whom we are talking to/ gathering information from / People participating in a research study.



33. **Policy window:** An opportunity or favourable political climate for a policy change to occur.
34. **Primary Data Collection of Qualitative Data via Focus Groups, Informal Interviews and Shadowing:** A process of gathering information personally in casual meetings, think cafes and spending the day with the organisation to observe their work and needs.
35. **Qualitative:** Information that appears in written, visual or audio form.
36. **Quantitative:** Information that appears in numerical form, or in the form of statistics.
37. **Regulatory partnership frameworks:** Collaborative frameworks between organisations and government bodies to regulate and oversee a particular industry or sector and how to form effective partnerships in that sector.
38. **Secondary Data analysis:** Using existing research data to find the answer to a question different from the original work.
39. **Shadowing sessions:** spending time with the organisation or a forum meeting to observe their work and needs.
40. **Snowball Sampling:** Snowball sampling or chain-referral sampling is where existing participants provide referrals to recruit participants required for a research study. In this research, DPOs and members of DR UK will make recommendations of other DPOs, and Disabled people who they think will be suitable to recruit for the research.
41. **Subordinate themes:** More specific observations that fall under themes.
42. **Thematic analysis model:** The results of a thematic analysis, laying out the collection of overarching themes, themes and subordinate themes into a model.
43. **Thematic analysis:** A method that involves reading through a notes or transcripts from in interviews or think cafes and finding patterns in meaning across the data; patterns create 'themes'.
44. **Themes:** Common or recurring ideas, concepts, or topics that emerge from data.
45. **Vertical funding:** This refers to a funding model where resources are allocated in a more targeted way, with a focus on supporting specific projects or initiatives at different stages of development. In other words, if you imagine a vertical line representing the different stages of a project, vertical funding would involve allocating resources more heavily to projects at certain stages, such as research or implementation, based on their specific needs and potential for impact. This approach aims to promote a more focused and effective use of resources but may not support as wide a range of initiatives.
46. **Welfare rights:** Legal entitlements to social welfare benefits or support.

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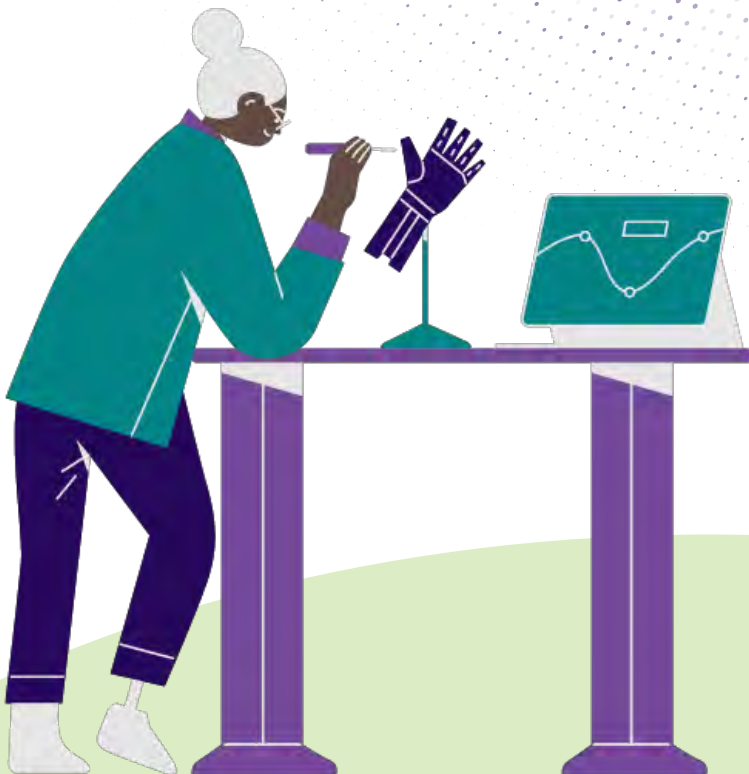


# Disability Rights UK

## DPO Capacity Building Project

**Disability Rights UK** is the UK's leading organisation led by, run by, and working for Disabled people.

We work with Disabled People's Organisations and Governments across the UK to influence regional and national change for better rights, benefits, quality of life and economic opportunities for Disabled people.



Plexal 14 East Bay Lane  
Queen Elizabeth Olympic Park  
London E20 3BS

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